

29 March 1954

MEMORANDUM FOR: Special Assistant to the Director for
Planning and Coordination

SUBJECT: Briefing on the Office of Intelligence
Coordination

1. Following up our conversation on Friday, I submit
for your information:

a. A compilation of the Law, National Security
Council Directives and Director of Central Intelligence
Directives which govern CIA and the major relation-
ships among the intelligence agencies, with a covering
note.

b. A file bearing on the IAC.

c. A statement (with explanatory papers where
necessary) of the disposition or proposed disposition
of the nine current functions of OIC as listed in Tab A
of my 13 January memorandum to the DCI.

d. A file of papers bearing upon some problems on
which OIC has worked over the years. Some of these
are concluded and some may arise again. They are
presented to give you a perspective of the typical
coordination problems of the Agency.

e. A list of file headings of the action files now
maintained by this Office, in order that you might have
at least a cursory view of the subjects which have en-
gaged us.

2. In terms of the historic organizational role of a CIA
staff office dealing with coordination, you should know the following:

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a. Up until 1949 there was an interagency staff to the Director called "Interdepartmental Coordination and Policy Staff."

b. From 1949 to 1951 the same staff was called: "Coordination and Operations Policy Staff." It dealt with intra-agency as well as interagency problems.

c. In 1951 the Office of Intelligence coordination was established, composed exclusively of CIA personnel. The Terms of Reference are already in your hands. OIC reported directly to the Deputy Director of Central Intelligence until 1952, when the Office of the Deputy Director (Intelligence) was established. The first DDI, Mr. Becker, took the view that as DDI it was his role to be the principal advisor to the Director on problems of intelligence coordination and that OIC was his staff aid in this regard. The present DDI has not formally declared his role in the same way, though generally speaking he has so operated when making use of OIC.

3. These various staffs, over the years, have played a leading role in the development of most of the NSCIDs and DCIDs, working closely, of course, with the appropriate officers of CIA and other agencies.

4. The principles on which the Office of Intelligence Coordination has operated have been as follows:

a. CIA must achieve coordination (short of recourse to the NSC) by leadership, stimulation and persuasion.

b. The primary role and expert knowledge of any agency having substantive responsibility for a particular problem should be recognized.

c. Actual coordination on specific problems should be decentralized, whenever possible, to the individual CIA offices and IAC agencies having functional responsibility.

d. The DCI, however, maintains a general supervisory role over all the coordination processes. AD/IC should be responsible for assisting the DCI in this role.

e. The effectiveness of coordination depends in the last analysis on the relations of the intelligence chiefs themselves, particularly in the IAC.

f. In order to solve relationship problems, a flexible, practical attitude is far superior to a jurisdictional doctrinaire approach.

5. In our experience, the role of the Secretary of the IAC has generally proved very useful, although it could be argued not absolutely essential to the solution of interagency problems. The following are the reasons why it has been useful:

a. It has provided insight into the relationships among the chiefs of intelligence as they have met and solved their problems.

b. It has provided a ready device for OIC to communicate with the other intelligence chiefs to get the necessary staff work done on those problems coming before the IAC on which there did not exist any staff-level mechanism.

c. It has insured that recommendations for IAC approval would be subject to staff criticism and assistance by OIC at an early stage. It is our belief that OIC has made extensive contributions in this area, even though, being anonymous, OIC's role cannot be proved after the fact.

JAMES Q. REBER
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OIC:JQR:KM (29 March 1954)

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